

PARKS, RECREATION AND OPEN SPACE COMPREHENSIVE PLAN RECREATION PROGRAMS AND SERVICES ANALYSIS JULY 2003

Contained within this report are an Executive Summary with key findings, an overview of the current level of recreation services in Eugene, an analysis of each specific LRCS and POS service area, and an analysis of public outreach and information efforts related to recreation programs. Appendix A provides information on services offered by other providers in Eugene.

I. EXECUTIVE SUMMARY

A. Introduction

This report reviews current recreation programs offered by the City of Eugene through the Library, Recreation, and Cultural Services (LRCS) Department and through the Parks and Open Space (POS) Division. In the report, potential strategies are identified for improvements over the 20-year span of the Comprehensive Plan. These strategies will be refined through further staff, MAC, and community input and will be incorporated into the Park, Recreation, and Open Space Comprehensive Plan. The Comprehensive Plan will also include a financing plan that analyzes current resources for recreation programs and facilities and identifies operations costs for implementing strategies for priority program and service improvements.

All results of the PROS Comprehensive Plan community involvement efforts were used in the development of this report, including:

- **Community Survey:** The PROS Comprehensive Plan Community Survey includes data on current participation in 50 recreation activities as well as data on preferences for recreation participation. A comparison of current recreation participation and recreation preferences helps identify activities that have significant differences between desired participation and current participation. The data are based upon a survey sample of 437.
- **Youth Questionnaire:** Like the Community Survey, the Youth Questionnaire includes data on current participation as well as demand for recreation activities. A total of 647 questionnaires were completed.
- **Eugene Celebration Questionnaire:** This report includes the results of 456 questionnaires completed during this annual event.
- **Speakers Bureau Questionnaire:** This report includes the input received from 44 staff presentations to community groups and organizations. A total of 1085 community members attended the presentations and 751 completed questionnaires.
- **Organized Sports Questionnaire:** Representatives from 15 organizations responded to questionnaires or were interviewed by phone.
- **Focus Groups** (LRCS All Staff, Maintenance Staff, Recreation and Social Service Providers, Natural Resource and Open Space, Multi-cultural, LRCS Communities of Color, Business Community): A total of 179 participated in PROS plan focus groups.
- **Stakeholder Interviews:** Twelve community leaders identified by the City were interviewed.
- Formal and informal staff interviews.

Other sources included:

- **Eugene Population, Demographic and Economic Trends (LCOG, 2003):** This population trend analysis was prepared as part of the PROS Comprehensive Plan update.
- **Oregon Statewide Comprehensive Outdoor Recreation Plan 2003-2007 (SCORP):** The SCORP is a 5-year statewide plan for recreation that enables the State to maintain eligibility for federal Land & Water Conservation Fund (LWCF) monies. Oregon's SCORP includes valuable information about recreation trends and participation in Oregon, and it provides detail about different geographic regions of the state.
- **National Sporting Goods Association (NSGA):** NSGA is the national association for sporting goods retailers. NSGA conducts an annual nationwide study about recreation participation. Current and historical participation information is available on NSGA's website and as printed publications.
- **MIG's Northwest Average:** MIG's maintains a database on current recreation participation. The Northwest Average is continually updated and reflects the average recreation participation in the past 15 communities surveyed by MIG.

B. Key Findings

Benefits of Recreation

- Residents think that **parks, recreation services, and open space are important to Eugene's quality of life**. According to the results of the Community Survey, the Eugene Celebration Questionnaire, and the Speakers Bureau Questionnaire, more than 94% of residents indicated that parks and recreation were either important or very important to quality of life.
- In addition, over 96% of survey and questionnaire respondents agree that **parks, recreation and open space provide benefits to the community**. These benefits can be used as a guide to planning and evaluating recreation programs and services. The most important benefits cited by members of the community are:
 - Provide opportunities to enjoy nature/outdoors;
 - Connect people together, building stronger families and neighborhoods;
 - Protect the natural environment;
 - Improve health and wellness; and
 - Promote youth development.

Services Provided

- The City of Eugene offers recreation programs and services through the **Library, Recreation, and Cultural Services (LRCS) Department** and the **Parks and Open Space (POS) Division**. LRCS provides a wide variety of recreation programs and special events, with an emphasis on youth programs. POS offers volunteer opportunities to improve the City's parks, open space and streets. In addition, POS administers the City's community garden program.
- The City of Eugene recreation, cultural services and parks and open space divisions serve more than **819,700** attendees each year.
- Eugene has **a high level of program participation**. Well over half (57.2%) of Community Survey respondents have participated in a City of Eugene recreation program or special event during the past year. This is much higher than most communities, where program participation averages about 30% of the population.



- Eugene citizens want the City to continue in its role as a **major provider of recreation services**. When asked what role the City should have in providing these services, 70.2% of Community Survey respondents said that the City should be a primary provider of services with some services provided by partner agencies.
- Community members think that **more recreation programs** should be offered. About 61% of Community Survey respondents and over 75% of Speakers Bureau questionnaire respondents said that recreation programs should be increased.
- According to the Community Survey and other public involvement efforts, **middle school and high school youth are the community's top priorities** for program improvements.
- Due to budget cuts over the years, Eugene currently **offers limited adult programming and focuses on youth programming**.

Changing Population Trends

- The **current population** in the PROS planning area **is expected to increase** from 160,469 to 210,900 in 2025, increasing the demand for recreation services (LCOG, 2003).
- The **55 to 64 year old age group will experience one of the greatest increases** as the leading edge of the baby boomers enters this age category (LCOG, 2003).
- **Eugene is increasing in diversity**, and programs and facilities need to be responsive to a changing customer base by providing more programs that meet the needs of people from diverse cultures, providing staff training in understanding diversity, and by developing a more diverse workforce. For example, the Hispanic population in Eugene more than doubled during the 1990s, and more residents identify themselves as Native American than in 1990 (LCOG, 2003).
- Family composition also has changed over the last 30 years. There is **a lower percentage of married couple families and a smaller household size** in Eugene today (LCOG, 2003). This increases the need for childcare and creates a need for family activities that celebrate all types of Eugene families.

Economic Benefits

- The City of Eugene provides many job opportunities to residents in the area of recreation programs. **Recreation and Cultural Services employee over 79.75 full-time and over 735 temporary employees**, creating a work force of about 350 during the peak season. (In comparison, Sony Disc Manufacturing employs 384 people in Eugene.) Many of the seasonal staff are youth or young adults who learn job skills through their employment with the City of Eugene.
- **Volunteers donated** a documented **28,390 hours** of time last year. This is equivalent to the work of 13.65 full-time equivalent employees. Volunteer opportunities with the City of Eugene allow residents to use their leisure time to improve our community and the environment or contribute to the health and well-being of their neighbors.

Other Providers

- In addition to the City of Eugene, there are a variety of recreation and social service program providers in the Eugene area. **Out-of-school programs and youth development services** have the greatest number of service providers in the Eugene area. Fewer providers serve adults, people with disabilities and people from diverse cultures. Appendix A contains data about the services provided in the Eugene area by 47 program providers.
- According to focus groups and interviews, the City of Eugene is viewed positively for its **current partnership approach** to providing recreation programs and services.



- The City has the opportunity to continue **to expand partnership efforts** to meet community needs and take advantage of its unique strengths.
- According to focus groups and interviews, there is a need for **more coordination among all service providers**.

Program Revenue and Cost

- Generally, recreation programs are funded through a combination of general funds and user fees. To a lesser extent, grants or corporate sponsorships can be a source of funding. Eugene has used serial levies as a major source of funding. Up until the late 1960's and 1970's, programs were often offered free of charge. With overall decreases in public funding and more constraints to increased property taxes, **recreation agencies** across the country now **rely more on user fees** for program funding.
- The **overall revenue rate** for recreation services in the City of Eugene is **33%**, excluding the Hult Center/Cuthbert Amphitheater service area, which is about average.
- The **Athletics service area has the highest revenue rate**. This is the result of the City's goal for the Athletics program to recover 100% of direct costs through fees.
- **Aquatics has the second highest revenue rate**. Fees and program revenue recover just over a third of the cost of providing aquatics services.
- Aquatics and athletics have one of **the lowest net costs per visit** of all the program areas.
- There is a **growing income disparity** in Oregon and **a demand for free or low cost programs** that cannot be met by the current scholarship fund. Cost was identified as a barrier to participation to youth, seniors, people with disabilities and individuals from diverse cultures.
- A variety of **strategies are used** by park and recreation agencies **to set program fees**. Generally, policies are based on the priority of the program area, community expectations regarding fees and charges, and trends in the field of recreation. For example, if serving teens is a high community priority, lower fees may be set to increase use and make programs accessible.
- Often fees and charges cover the majority of the cost for adult programs and athletics. **Programs for youth, seniors, and individuals with disabilities are frequently highly subsidized**. Most aquatic programs are highly subsidized.
- Agencies often **design some programs to generate a profit**, such as special events and golf. Sometimes this profit is earmarked for the operation of the profit center. It can also be returned to the general fund to subsidize less profitable programs that are highly valued by the community.
- City of Eugene recreation **programs have become increasingly dependent on short-term serial levies for funding**. This has made the long-term stability of programs uncertain.
- The City of Eugene can continue to ensure that low-income residents have access to programs by **improving and expanding the scholarship fund**.
- The City should continue to set **cost recovery goals** for each program area, **based on community values**.
- More **revenue generating programs** could be considered to generate funds.
- A **long-term financial plan** for the delivery of recreation services is needed to ensure program stability.



Analysis of Recreation Programs and Services

- In FY 03, Eugene provided a **wide variety of programs and special events**, with a particular **emphasis on youth programs**. Through LRCS and POS, there were over 7,700 recreation activities and services offered to the citizens of Eugene.
- **Program strengths** identified by the LRCS staff at the All-Staff workshop include:
 - Program variety and diversity;
 - Specific programs, including the Hult Center and summer concerts, specialized recreation and inclusion services, outdoor programs and youth programs;
 - Some outstanding recreation and cultural facilities (Library, Amazon pool, Hult Center, bike/jogging paths);
 - Affordability, despite budget cuts;
 - Responsiveness to customers and community need; and
 - Excellent, professional, committed staff.
- Part II of this document evaluates the need for recreation services in each program area currently provided by LRCS and POS. Based on anticipated population growth and current demand for services, there are many areas of need. However, **expanding programs** in some areas, such as aquatics, community center programs and athletics, **may be limited by available recreation facilities**.
- Other programs, such as **concerts in the park, community gardens and outdoor programs, are in high demand and could be expanded** without significant capital improvements.
- Many LRCS and POS programs serve youth. **Youth, especially teens, are the highest priority for increased services**, according to the Community Survey and other public involvement findings.
- The current collaboration between LRCS and community partners to serve youth is successful. This **collaboration could be expanded** to a partnership **to develop a long-term, comprehensive youth development strategy** for Eugene.
- The growth of the senior population will increase demand for these services. In addition, the **need for specialized recreation will increase** due to the fact that we are living longer and the incidence of disability increases with age. By age 65, over 42% of the Eugene population has a disability (U.S. Census, 2000).
- The City of Eugene needs to determine its role in **providing services for adults**.
- The **benefits most desired by the community can serve as a guide to programming planning and expansion**:
 - Provide opportunities to enjoy nature/outdoors;
 - Connect people together, building stronger families and neighborhoods;
 - Protect the natural environment;
 - Improve health and wellness; and
 - Promote youth development.
- **POS volunteer programs could be expanded** given the demand for outdoor activities and the local interest in protecting the environment.
- This document **evaluates the demand for 50 recreation activities** based on the results of the Community Survey and Youth Questionnaire. Although less reliable statistically, these results are also available by age group. This demand assessment can be used as a guide for program development.
- **LRCS and POS should coordinate** more closely to develop and market programs, track program participation and conduct program evaluation.



Public Outreach and Information

- LRCS currently uses **all common forms of marketing** to various degrees for recreation programs, such as flyers, seasonal program guides, television and radio ads, etc. Information about programs is also distributed through local schools. The City of Eugene also maintains a comprehensive website that includes web pages for both LRCS and POS.
- The current **system of program evaluation** could be tailored to track the outcomes produced by programs and services.

II. OVERVIEW OF CURRENT LEVEL OF SERVICE

This section discusses the benefits of park and recreation programs and services, program participation, staffing levels, partnerships, and program revenue and cost. Within each area, public involvement findings, trends, and potential strategies are identified.

A. Benefits of Park and Recreation Programs and Services

Recreation Services has long been associated with providing benefits to the community in four major areas:

- Personal Benefits
- Community Benefits
- Environmental Benefits
- Economic Benefits

One of the goals of the PROS Comprehensive Plan planning process is to determine which specific benefits of parks and recreation are most important to residents and to incorporate those benefits into recreation service delivery as desired outcomes.

Public Involvement Findings

Residents think that parks, recreation services, and open space are important to Eugene's quality of life. According to the results of the Community Survey, the Eugene Celebration Questionnaire, and the Speakers Bureau Questionnaire, more than 94% of residents indicated that parks and recreation were either important or very important to quality of life.

In addition, over 96% of survey and questionnaire respondents agree that parks, recreation and open space provide benefits to the community. The most important benefits cited by members of the community are:

- Provide opportunities to enjoy nature/outdoors;
- Connect people together, building stronger families and neighborhoods;
- Protect the natural environment;
- Improve health and wellness; and
- Promote youth development.

Trends

There is a nationwide trend toward designing recreation programs specifically to produce the benefits most desired by the community (Allen, Stevens, and Hurtes, 1998).

Potential Strategies

- Use the benefits identified as most important to the community to guide program planning and evaluation.
- Increase collaboration between POS and LRCS to offer programs that provide opportunities to enjoy nature and the outdoors.



- Continue to develop programs that provide opportunities for family activities as well as neighborhood activities.
- Continue to work with partner agencies to develop a comprehensive youth development strategy for Eugene.

B. Program Participation

LRCS recreation program and service areas include:

- Aquatics;
- Athletics;
- Seniors;
- Specialized Programs;
- Youth and Family, which includes Outdoor/Environmental Programs, Partnerships for Youth Fund (PYF) and Measure 20-67 programs;
- Community Services; and
- Hult Center/Cuthbert Amphitheater.

POS recreation programs and services include:

- NeighborWoods;
- Stream Team;
- Community Gardens; and
- Volunteers in Parks.

Table 1 shows the total attendance for Eugene's recreation programs. This number is based on available data and does not include attendance at special events. In addition, while figures for attendance were available for LRCS programs, only figures for the total number of participants were available for POS programs and services. All figures shown are projections for the fiscal year 2004 (FY 04), except where otherwise noted.

As Table 1 shows, Aquatics has the highest percentage of total participation, followed by the Youth and Family.

Service Area	Attendance	% of Total Attendance
LRCS – Aquatics	286,320	34.9%
LRCS – Athletics	102,890	12.6%
LRCS – Seniors	37,000	4.5%
LRCS – Specialized Recreation	13,500	1.7%
LRCS – Youth and Family (Includes Outdoor/Environmental Programs)	184,750	22.5%
LRCS – Community Services	9,630	1.2%
LRCS – Hult Center/Cuthbert Amphitheater	183,112	22.3%
POS – combined programs ¹	2,542	.3%
Total	819,744	100%

Table 1: Program Participation



Public Involvement Findings

- Eugene has a high level of program participation. Well over half (57.2%) of Community Survey respondents have participated in a City of Eugene recreation program or special event during the past year. This is much higher than most communities, where program participation averages about 30% of the population.
- Eugene citizens want the City to continue in its role as a major provider of recreation services. When asked what role the City should have in providing these services, 70.2% of Community Survey respondents said that the City should be a primary provider of services with some services provided by partner agencies.
- Community members think that more recreation programs should be offered. About 61% of Community Survey respondents and over 75% of Speakers Bureau survey respondents said that recreation programs should be increased.
- Free time may come in shorter time blocks than previously. For example, respondents to the youth questionnaire most frequently reported that they did not visit parks and facilities because of “not enough time.”
- According to the Community Survey and other public involvement efforts, middle school and high school youth are the community’s top priorities for program improvements.

Trends

- Due to budget cuts over the years, Eugene currently offers limited adults programs and focuses on youth programming.
- The current population in the PROS planning area is expected to increase from 160,469 to 210,900 in 2025 (LCOG, 2003).
- The greatest increase will be in the 55 to 64 age-group as the leading edge of the baby boomers enters this age category (LCOG, 2003).
- Eugene is increasing in diversity. For example, the Hispanic population in Eugene more than doubled during the 1990s (LCOG, 2003).
- The composition of Eugene’s households has changed over the last 30 years. There is a lower percentage of married couple families and a smaller household size in Eugene today (LCOG, 2003).

Potential Strategies

- Ensure that program availability keeps up with population growth.
- Develop a strategy to meet the recreation needs of younger seniors (55 to 64).
- Increase services to diverse populations, by hiring diverse staff, offering programs and special events that highlight diverse cultures, etc.
- Ensure that diverse families are served by family programs.
- Offer drop-in programs and special events that make productive use of limited leisure time.
- Consider developing a consistent method of tracking participation that would apply both to POS and LRCS. Include tracking of participant demographics, so that services to diverse populations can be benchmarked and tracked.



C. Staffing Level

The City maintains a core staff of permanent full-time and part-time employees to provide recreation programs and services. In addition, a variety of temporary and seasonal employees are used to staff the City's programs and meet seasonal demands for increased programming, such as summer camps and pools.

Annually, LRCS hires about 735 temporary employees, with about 500 temporary employees during the peak season. Temporary and seasonal staff serve as lifeguards, pool staff, and camp counselors, among others. The temporary and seasonal employees make Eugene's wide array of programs possible and successful, and they enable the City to meet peak demand. Many of these employees are youth or young adults. Many communities throughout the Northwest are increasingly utilizing seasonal employees in an effort to meet peak demand needs and reduce operating costs.

The number of Full-Time Equivalents (FTEs) for each program service area is detailed in Table 2.

Service Area	FY 04 FTEs
LRCS – Aquatics	9.75
LRCS – Athletics	3.25
LRCS – Seniors	5.25
LRCS – Specialized Recreation	5.0
LRCS – Youth and Family (Includes Outdoor/Environmental)	11.50
LRCS – Partnerships for Youth	3.00
LRCS – Youth & School Service Levy	0.50
LRCS – Hult/Cuthbert	25.50
LRCS – Administration	7.00
LRCS – Recreation Administration	6.00
POS – Combined programs	3.00 ¹
Total	79.75

Table 2: Park and Recreation Staffing

¹Includes VIP Coordinator, Stream Team Coordinator, and NeighborWoods Coordinator. Other POS staff also work on programs, but time varies and is not reflected in this table.

For the POS Division, Table 2 includes only those staff who provide recreation programs and services, not parks planning, maintenance, or other facility-oriented staff. Table 2 also does not include seasonal or temporary recreation staff for LRCS or POS.

Volunteers supplement paid recreation staff in many of the programs and provide outstanding value to the City through the donation of their efforts and time. Table 3 shows the documented volunteer hours for Eugene's recreation service areas for FY 03.



Service Area	Hours
LRCS – Aquatics	--
LRCS – Athletics	--
LRCS – Outdoor/Environmental	273
LRCS – Seniors	4,911
LRCS – Specialized Recreation	3,486
LRCS – Youth and Family	3,345
LRCS – Community Services	534
LRCS – Hult/Cuthbert	7,000
POS – NeighborWoods	1,393
POS – Stream Team	3,248
POS – Community Gardens	--
POS – Volunteers In Parks	4,200
Total	28,390

Table 3: Volunteer Hours in Recreation Programs

The volunteer hours included in Table 3 are the equivalent of 13.65 FTE's. If these volunteers were paid minimum wage (\$7.00 per hour) for their time, it would cost the City over \$198,730 in wages alone, not including taxes and other costs of employees. The Independent Sector, an organization that develops the national average hourly value of volunteer time, calculates the volunteer rate at \$16.54 per hour, taking into account volunteer jobs that range from basic, simple tasks to higher-valued professional services. At this rate, the value of volunteer labor is over \$469,570.

Public Involvement Findings

- Outreach to communities of color indicates that the City should strive to reflect the diversity of the community among its staff.
- Maintenance and natural resources focus group participants emphasized the importance of increasing community involvement in park and natural areas.

Trends

- Youth are often required to earn "community service hours" as part of the school experience.
- Park and recreation agencies are striving to increase community presence in their parks and natural areas to enhance safety and security.

Potential Strategies

- Develop internships for minority youth.
- Hire a volunteer coordinator to recruit volunteers for all programs, including youth community service volunteers.
- Develop benchmarks for improving staff diversity.



D. Partnerships

In addition to the City of Eugene, there are a variety of recreation and social service program providers in the Eugene area.

Appendix A contains data about the services provided in the Eugene area by 47 program providers. According to the data collected, out-of-school programs and youth development services have the greatest number of service providers in the Eugene area. Arts, sports, special events, and lifelong learning programs are also provided by a wide variety of program providers. A broad range of providers serve the youth age groups, including pre-school ages. Few service providers focus services on people from diverse cultures and people with disabilities.

The City of Eugene cannot meet all recreation needs acting independently. It must continue to forge partnerships to effectively respond to future community needs. It already has a wide range of strong partnerships in place, particularly with the local School Districts (4J and 52), that can become the basis for future expanded collaborations. Both the Partnerships for Youth Fund programs and the new Measure 20-67 programs are examples of effective collaborations to provide services to the community.

Public Involvement Findings

- Participants in the recreation and social service provider focus group and stakeholder interviews identified a need for more coordination among all service providers to better meet community needs.
- Recreation and social service providers also identified a need for a central information and referral source for program information in the Eugene area.
- Both service providers and stakeholders interviewed expressed enthusiasm for the City's strong partnership approach to providing services.

Potential Strategies

- The City must continue to position itself to take advantage of its unique strengths, avoid duplication of services, and distinguish itself from other agencies.
- Develop a program resource fair for City and partner agency programs.
- Develop a coordinated clearinghouse for information about recreation activities, a place where members of the community can go to find out what is available.
- Develop an on-going forum with partner agencies.
- Provide marketing support for partner agencies.
- Establish a more defined set of partnership agreements with existing partners and critically review partnerships to see what is and isn't working.
- Partnerships with private businesses as well as nonprofit and other public agencies should be continued.



E. Program Revenue and Cost

Generally, recreation programs are funded through a combination of general funds and user fees. To a lesser extent, grants or corporate sponsorships can be a source of funding. Eugene has used serial levies as a major source of funding. Up until the late 1960's and 1970's, programs were often offered free of charge. With overall decreases in public funding and more constraints to increased property taxes, recreation agencies across the country now rely more on user fees for program funding.

Program Revenue

The overall revenue rate for recreation services in the City of Eugene is 32.6%, excluding the Hult Center/Cuthbert Amphitheater service area. Table 4 shows the revenue and revenue rate for each service area, excluding Hult/Cuthbert and Parks and Open Space. The revenue rate is the percentage of costs recovered by program revenue (fees). This rate includes administrative as well as direct costs.

Service Area	FY 2004 Revenue	FY 2004 Expenditure	Revenue Rate
Aquatics	\$824,476	\$2,533,236	32.6%
Athletics (includes Public Works)	\$443,257	\$523,142	84.7%
Seniors	\$156,163	\$682,451	22.9%
Specialized Recreation	\$97,209	\$589,997	16.5%
Youth & Family (includes Outdoor and youth levy funds)	\$1,233,505	\$3,805,791	32.4%
Community Services	\$3,000	\$217,946	0.2%

Table 4: FY04 Revenue Rates by Service Area

As Table 4 shows, the Athletics service area has the highest revenue rate. This is the result of the City's goal for the Athletics program to recover 100% of direct costs through fees. Aquatics has the second highest revenue rate. Fees and program revenue recover approximately a third of the cost of providing aquatics services.

Recreation fees were last updated April 14, 2003. Fees for classes are determined based on the costs (instructor or leader wages and benefits, materials and services, overhead for certain types of classes) and the minimum number of participants, a figure that is determined individually for each class. Non-residents are charged an additional 20% for registered activities and facility rentals, but there is no surcharge for drop-in activities. For aquatics, there are a variety of fee and pass options for youth, adult, couple, and family participants.

In 1999, the Eugene City Council directed that the Athletics program recover 100% of its direct costs through revenue. This target was met in FY 99, FY 01, FY 02, and FY 03 and is expected to be met in FY 04. For athletic leagues, most fees are determined on a per team, per game basis. Fees for some athletics programs are charged per player for the season. Athletic field and court rental fees are based on the total cost of maintenance and the total number of games played. Rental fees vary based on the type of organization using the field. City-sponsored or approved activities pay the lowest fee and sometimes no fee at all. The highest rental rates are charged to private/commercial operators, with lower rates for non-profits.

Cost Per Unit of Service

Another way of looking at service delivery and its financial effectiveness is to look at cost per unit of service. In Table 5 the net cost per attendee is illustrated. Net cost is defined as the cost after revenue has been deducted from the program. Cost per visit information is not available for POS programs.



Service Area	Attendance	Net Cost/Attendee
Aquatics	286,320	\$5.97
Athletics	102,890	\$0.78
Community Arts and Services	NA	
Senior Program	37,000	\$14.22
Specialized Recreation	13,500	\$36.50
Youth & Family Recreation Services (includes Outdoor and Levy Funds)	184,750	\$13.93

Table 5: Net Cost per Visit, FY04, LRCS

Notes about Table 5:

- While Aquatics has one of the lowest cost per attendee, its total net cost to the program is one of the highest. This is due to of the large number of users. As a means of comparison, the cost per visit for aquatics at the Willamalane Park and Recreation District is \$2.97.
- Athletics is one of the most cost effective programs because its cost per attendee is the lowest and its subsidy amount is the least of all of the service areas in LRCS.

Scholarships

LRCS administers a scholarship program for Eugene citizens with the goal of increasing recreation for all community members, regardless of their income levels. A budget for scholarships is adopted each year. For FY 04, the amount of scholarship funding is \$34,750. Scholarship funds are allocated for each program area, and once the funds are depleted, scholarships are not available until the following year. Scholarship recipients must be City of Eugene residents, and they must meet income guidelines. Scholarships are offered on a first come, first served basis. Upon approval of a scholarship application, a resident is eligible for \$100 in scholarship funding, if funds are available. For residents who meet the requirements, scholarships will pay up to 75% of the fee for qualified recreation activities, except for KidCity and pre-school programs. Scholarships will pay up to 15% of KidCity and pre-school fees. Requests for scholarships typically exceed available funds.

Public Involvement Findings

- Cost was identified as a barrier to participation for low-income individuals. The current scholarship fund does not meet the demand, according to the Recreation Providers Focus Group.
- During the Stakeholder Interviews, cost was also identified as an issue for seniors and people with disabilities, and it was suggested that low cost/no cost recreational opportunities were needed for youth, seniors, and people with disabilities.
- Cost was also identified as a barrier to participation for people from diverse cultures.
- Many people who need assistance may not be aware of the scholarship program. It is not aggressively publicized because the demand already exceeds the supply of funds.

Trends

- Oregon's SCORP identifies a growing income disparity as a trend. The SCORP states: "Economically disadvantaged populations are less aware of the spectrum of opportunities, and rising fees can price out those with the greatest need. Recreation providers across the state should strive to satisfy the recreational needs of low-income Oregonians." (OPRD, 2003, p 4-7).

- A variety of strategies are used by park and recreation agencies to set program fees. Generally, policies are based on the priority of the program area, community expectations regarding fees and charges, and trends in the field of parks and recreation. For example, if serving teens is a high community priority, lower fees may be set to increase use and make programs accessible.
- Often fees and charges cover the majority of the cost for adult programs and athletics. Programs for youth, seniors, and individuals with disabilities are frequently highly subsidized. Most aquatic programs are highly subsidized.
- Agencies often design some programs to generate a profit, such as special events and golf. Sometimes this profit is earmarked for the operation of the profit center. It can also be returned to the general fund to subsidize less profitable programs that are highly valued by the community.
- When calculating program costs, many communities consider direct staff cost, cost of supervisory staff, and program supplies. Many communities now strive for programs that are 30-60% self-supporting overall with higher levels for certain programs. Often, these goals are phased in over time.
- City of Eugene recreation programs have become increasingly dependent on short-term serial levies for funding. This has made the long-term stability of programs uncertain.

Potential Strategies

- Simplify the scholarship program and increase funding to make administration easier and to reach a broader range of the population.
- Work with partners to ensure that various cultural groups are aware of and have access to the scholarship program.
- In addition to scholarships, consider providing vouchers to partner agencies for distribution to citizens in need of financial assistance to participate.
- Continue to set cost recovery goals for each program area.
- Consider implementing more revenue generating programs.
- Develop a long-term financial plan for the delivery of recreation services.

III. ANALYSIS OF COMMUNITY RECREATION PROGRAMS AND SERVICES

Eugene provides a wide variety of programs and special events, with a particular emphasis on youth programs. Through LRCS and POS, there were over 7,700 recreation activities and services offered to the citizens of Eugene in FY 03. Eugene has maintained a diverse recreation program and a very dedicated and professional recreation staff, despite City-wide budget cutbacks that have occurred in recent years.

Program strengths identified by the LRCS staff at the All-Staff workshop include:

- Program variety and diversity;
- Specific programs, including the Hult Center and summer concerts, specialized recreation and inclusion services, outdoor programs and youth programs;
- Some outstanding recreation and cultural facilities (Library, Amazon pool, Hult Center, bike/jogging paths);
- Affordability, despite budget cuts;
- Responsiveness to customers and community need; and
- Excellent, professional, committed staff.

In other public outreach efforts, participants highlighted a variety of different program strengths. For example, participants in the Communities of Color focus group noted the commitment to youth outreach and a community-wide presence in youth services as strengths of the City's recreation services programs. In recent years, Eugene has leveraged its



recreation resources by partnering with other organizations. Eugene residents appear to be aware of this collaboration. Participants in the stakeholder interviews generally felt that City recreation and cultural services are viewed positively for efforts to provide services through a combination of City programs and partnerships with other agencies.

A. LRCS Recreation Programs and Services

Aquatics

The Aquatics program provides safe, healthy, enjoyable recreation and wellness opportunities for people of all ages. Eugene's three pools--Echo Hollow, Sheldon Meadows, and Amazon (6 months only)--offer programs, services, and certifications in water safety, aquatic fitness, wellness, athletics, and recreation swimming. In January 2003, Sheldon Pool and Echo Hollow pool were selected by the United States Water Fitness Association as providing one of the top fitness programs in the United States.

Specific programs include swim lessons for infants, preschool children, school-aged youth, and adults; aquatic and land-based fitness programs; drop-in and full-time child care; after-school programs for youth; post-therapy fitness training; weight room strength and fitness training; custom services for special populations; physical education classes for public and private schools; inter-generational aquatic programs allowing parents or grandparents and children to recreate together; competitive aquatics for swim teams and water polo teams; and recreational swimming for all. There are also a variety of aquatic-oriented special events, such as dive-in movies and cosmic swim events for teens.

Based on the FY 03 attendance of 275,443, the projected attendance at Eugene's aquatic facilities in FY 04 is 286,320 people. More than half (57% in FY 02 and 60% in FY 03) of aquatics participants are youth, and aquatics staff are projecting growth in the percentage of youth participants. Youth also are frequently employed in the aquatics program.

Aquatic programs can provide three out of the five benefits most desired by the community:

- Improve health and wellness;
- Promote youth development; and
- Connect people together, building stronger families and neighborhoods.

Many health and fitness activities are provided by private or non-profit organizations in Eugene. There are 7 private health clubs, as well as the YMCA, that provide these services. Four of these facilities include swimming pools (the Downtown Athletic Club, Oakway Fitness Center, Courtsports, and the YMCA). The Stewart Aquatic Center, formerly owned by Easter Seals, offers the only warm water pool in Eugene.

Eugene currently has a wading pool program at 5 sites in Eugene. The pools are operated in conjunction with the Summer Fun for All program, which runs from late June through late August. However, new state wading pool regulations will require significant operational changes and possibly decommissioning of the wading pools in the next five years.

Public Involvement Findings

- According to the Community Survey, residents would like to participate in swimming more than they currently do. However, current swimming participation in Eugene is lower than the Northwest Average. It is important to note that participation may be lower than average in Eugene because of a lack of facilities.
- Respondents to the Community Survey ranked a swimming pool as the second most needed sports facility in Eugene, just after a sports field complex.
- Youth Questionnaire respondents identified a swimming pool as the top sports facility needed by youth in Eugene.



- In the Speakers Bureau Questionnaire, aquatic facilities were the top need identified for both specific indoor and outdoor recreation facilities.
- Through all public outreach activities, special events were one of the most highly rated service improvements.
- Through all public outreach activities, middle and high school youth are the top priorities for recreation service improvements.
- For middle school and high school youth, swimming pools are the second most frequently used park and community facility according to the Community Survey.
- Creating aquatic special events that target people of diverse cultures was suggested at the Communities of Color event.
- Exercising/aerobics is the 5th most popular recreation activity in Eugene, according to the Community Survey.
- Exercising/aerobics is the 6th most popular recreation activity among Eugene's youth, according to the Youth Questionnaire.

Trends

- Swimming and water-based exercise is especially beneficial to seniors and people with temporary and long-term disabilities, given its low physical impacts.
- Seniors and people with disabilities also benefit from warm water pools.
- Nationally, participation in swimming has declined over the past ten years (National Sporting Goods Association, 2003).
- The SCORP identifies a need for swimming in outdoor pools in Region 3, which includes Eugene (OPRD, 2003).
- Participation in swimming and exercise is not available in all areas of the City, and expansion of programs may be limited by facility space.
- Nationally, participation in the following health and wellness activities have had the some of the greatest increases of any sport since 2001: weight lifting (17.4%), exercising with equipment (14.4%), aerobic exercising (10.4%) (NSGA, 2002).

Potential Strategies

- Expand aquatics programs, especially those targeted to youth.
- Develop more consistent, year-round aquatic programs for teens.
- Expand special events at the pools to provide additional activities for families and for teens.
- Consider offering special events to target diverse cultural groups, such as a "Swim Fiesta."
- Improve recreational water-play features.
- Expand open swim hours to provide opportunities to take advantage of small blocks of leisure time.
- Develop warm water pools and therapeutic programs for seniors and people with disabilities.
- Continue to develop programs that emphasize the health and wellness benefits of swimming and exercise and to market these benefits to the community.

Demand

- Program managers ranked the demand for aquatics as high.



Role of the City

- Due to related facility development and operating costs, the City should be a primary provider of aquatic programs.

Athletics

The Athletics program promotes and facilitates active lifestyles, physical fitness, mental well-being and social interaction by serving adults and youth through league sports and other organized sports activities. The Athletics program also coordinates maintenance and scheduling of City-owned athletic fields and facilities, and it serves as a central information source regarding community athletic activities.

Athletics offers organized sports activities for adults, including softball (men's, women's and coed), volleyball, basketball, ultimate Frisbee, and soccer. In addition, the Athletics program contracts with a private operator to manage Laurelwood Golf Course. Athletics is responsible for 23 softball fields, 18 turf sports fields and the disc golf course. Staff coordinates the use of these facilities, as well as the use of the City's 23 tennis courts and 4 artificial surface fields. In fall 2003, two in-line hockey rinks will become available to the public. Athletics will also schedule use of these facilities.

Based on the FY 03 attendance of 14,482, the projected attendance for athletics in FY 04 is 102,890 adults. Youth account for about 75% of use of City athletic facilities through programs offered by partner agencies. Non-profit agencies and schools are the primary providers of youth sports. Currently, adult athletic fees subsidize fields for youth sports.

Athletic programs can provide three out of the five benefits most desired by the community:

- Improve health and wellness;
- Promote youth development; and
- Connect people together, building stronger families and neighborhoods.

Public Involvement Findings

- Local sports organizations indicated that, in general, participation in organized sports is growing and there is a need for more athletic facilities in Eugene to accommodate the demand. Sports, such as disc golf and lacrosse, are gaining in popularity.
- Local recreation providers noted that adults are participating in active recreation longer in the Eugene area.
- Respondents to the Youth Questionnaire ranked sports as the most needed recreational activity for youth in Eugene. Basketball is the most popular sports activity; it ranked 5th in participation out of 50 activities.
- According to Community Survey results, participation in traditional team sports (soccer, basketball, football, softball, baseball) is lower in Eugene than the Northwest Average. Basketball was the only team sport to appear on the list of top twenty preferred activities for Eugene, and respondents wanted to participate more in basketball than they currently do. Survey results indicate that participation in golf, tennis, and both indoor and outdoor volleyball are higher than the Northwest Average.
- Free time may come in shorter time blocks than previously. For example, youth respondents to the Youth Questionnaire most frequently reported that they did not visit parks and facilities because of "not enough time."
- Drop-in or recreational sports as well as competitive sports were mentioned as a need in several public involvement efforts.
- According to the Community Survey, adults 18-24 were less likely than the overall community to participate in City-sponsored recreation activities. This age group is likely to be attracted by affordable competitive or recreational sports.



Trends

- Nationally, participation has increased in the following sports have increased since 2001: golf (6.1%), baseball (5.1%), basketball (3%), soccer (4.7%), and softball (3.2%). Oregon has a much higher participation rate in volleyball compared to other states (National Sporting Goods Association, 2002).
- The following sports have increased participation rates in the Eugene area from 1987-2002: golf (224%), baseball (130.6%), outdoor basketball (31.2%), soccer (78.3%), softball (15.6%), football/rugby (152.3%). Outdoor tennis and volleyball have both decreased by over 30% (OPRD, 2003).
- Basketball registration is currently on the decline in Eugene. This could be the result of fee increases or competition with indoor soccer, which is now available during winter months.
- Because of the revenue generated, Athletics is one of the most cost effective programs offered by the City.
- Availability of fields and gymnasiums may limit the growth of these activities.
- Although the demand for drop-in athletics is high, drop-in programs are not self-supporting, and not enough facilities are available to support drop-in use.
- There is a notable demand in Eugene for wheelchair sports/leagues, highly-competitive Master's sports/leagues, and sports such as disc golf, lacrosse, and ultimate Frisbee.

Potential Strategies

- Emphasize the benefits desired by the community in developing new programs and expanding existing programs.
- Continue to expand programs based on community demand.
- Continue partnerships with agencies serving youth to promote youth develop through athletics.
- Expand drop-in and recreational sports.
- Expand outreach to 18-24 age group.

Demand

- Program managers ranked the demand for athletics as high.

Role of the City

- The City should be a primary provider for adult athletic services and programs.

Seniors

The City's Senior Program meets older adults' need for maintaining health, independence, social connections, support networks, and quality of life. Active lifestyle programs such as skiing, canoeing, hiking, and wood shop serve as an attraction for both younger and older senior adults. Services such as health screenings, legal services, insurance counseling, housing referrals, meal information, adult education classes, and day van trips are offered on a regular basis. Access to community social services is provided to Eugene seniors on a limited basis through the senior program outreach staff. The City's Senior Program provides the only year-round, senior-focused outdoor program in Eugene. Programs and services are currently provided at Campbell Senior Center and Petersen Barn.

Funding for the senior outreach program that targets frail and low-income seniors by networking with social service agencies and organizations ends in FY 04. If ongoing funds are not identified this program will be eliminated in FY 05. The loss of this program in addition to state budget cuts to Senior and Disabled services would be a challenge to the Seniors service area.

Patron attendance has grown steadily but slowly in past years. In FY 03 there were 42,962 attendees similar attendance is projected for FY 04. Through the Senior Volunteer Program,



volunteers worked 4,911 hours in 2003. Other major providers that serve seniors include: Oasis and life-long learning programs, such as those provided by Lane Community College and the University of Oregon.

Senior programs can provide the following benefits most desired by the community:

- Provide opportunities to enjoy nature/outdoors;
- Connect people together, building stronger families and neighborhoods; and
- Improve health and wellness.

Public Involvement Findings

- According to the Community Survey, the activities that seniors participate in most frequently are:
 - Watching TV/Video
 - Walking for Pleasure
 - Reading for Pleasure
 - Computers
 - Exercise/Aerobics
 - Gardening
 - Bird Watching/Feeding
 - Wildlife Watching
 - Bicycling for Pleasure
 - Fairs and Festivals
- Although participation in City-sponsored recreation programs was high (57.2%) for the overall population, only 25.0% of survey respondents age 65 and older had participated in a City program or special event within the past year.
- Neighborhood-based senior services were identified as a program need through the Recreation Providers focus group.
- The variety of senior programming and the senior aquatics program were identified as strengths by participants in the Communities of Color focus group.
- Cost was identified as a potential barrier to participation for seniors by several sources during the public outreach process.
- Recreation providers noted that adults are participating in active recreation longer.

Trends

- The senior population is expected to grow dramatically as the baby boomer generation enters this age group (LCOG, 2003).
- Seniors represent three groups with distinct needs: younger seniors (55-65), seniors (65-70), and older seniors (70+).
- More assisted living facilities are providing on-site programs for their resident seniors, reducing the need for services for frail elders.
- Trends in senior programming include more active recreation activities, health and wellness, and community volunteer opportunities,
- The number of seniors who are raising their grandchildren appears to be growing.

Potential Strategies

- Expand programming based on the benefits most desired by the community and top recreation activities identified in the Community Survey.
- Expand programming to target younger and/or more active seniors. Provide more content-based activities.



- Continue to emphasize lifelong learning programs.
- Provide programs for visiting seniors who might be traveling or visiting relatives in Eugene.
- Create senior centers with an emphasis on fitness to help seniors stay active longer.
- Expand health and wellness programs.
- Provide inter-generational programs for seniors, including those who are raising their grandchildren.
- Establish a network of neighborhood-based community/senior centers that are more accessible to seniors with limited transportation resources.
- Increase revenue-generating senior programs, such as senior travel.

Demand

- Program managers ranked the demand for senior programs as high.

Role of the City

- The City should be a primary provider of senior programs.

Specialized Programs

The purpose of the Specialized Programs service area is to provide a diverse choice of recreation activities to empower Eugene's citizens with disabilities to develop active, healthy, and playful lifestyles. Specialized Programs is a major provider in Eugene of community recreation programs for people with disabilities. Services include adapted recreation programs, individualized and group skills training, assistance to make activities accessible, adapted equipment and referral or information assistance.

Specialized Programs staff provides training, consultation and adapted equipment to City departments and community groups to facilitate the inclusion of people with disabilities in their programs. Specialized Recreation staff is trained to interpret and assist with training other City staff about compliance with the Americans with Disabilities Act (ADA), especially Title II, which pertains to governmental agencies' legal requirements for services to people with disabilities. Specialized Programs is based in Hilyard Community Center, a model accessible facility. More than 50% of Specialized Recreation's participants with disabilities are at or below Federal low income levels.

Based on the FY 03 attendance of 14,599 the projected attendance in FY 04 for specialized programs is slightly higher. In FY 03 volunteers worked 3,486 hours in the Specialized Recreation program. A variety of non-profit organizations provide services for people with disabilities, generally targeted to those in a specific disability category, such as ARC. Many of these providers use the Hilyard Center as a program site.

Specialized programs can provide the following benefits most desired by the community:

- Provide opportunities to enjoy nature/outdoors;
- Connect people together, building stronger families and neighborhoods;
- Improve health and wellness; and
- Promote youth development.

Public Involvement Findings

- Cost was noted as a potential barrier to participation for people with disabilities by a number of sources during focus groups and other public outreach efforts.
- Recreation opportunities for people with disabilities were identified as areas with gaps in service by local recreation providers.



- When asked which population groups most needed improved recreation services, Speakers Bureau questionnaire respondents ranked people with disabilities 5th out of 9 population groups and Community Survey respondents ranked people with disabilities 6th out of 9 groups.
- Concurrent with the program and services analysis, a specialized recreation needs assessment is being completed by the City of Eugene with extensive outreach to people with disabilities. After completion, the results of this needs assessment will be incorporated into the Park, Recreation, and Open Space Comprehensive Plan.

Trends

- According to the U.S. Census, 8.2% of the Eugene population 5-20 years of age has a disability; 14.5% of the Eugene population 21-64 years of age has a disability; and 42.1% of the Eugene population age 65 and older has a disability (U.S. Census Bureau, 2000).
- Due to budget reductions in work programs, people with disabilities have more leisure time available, and there are not enough specialized programs to accommodate the demand.
- Due to state budget reductions, there are fewer services for people with disabilities.
- Due to school budget reductions, there is an increased need for recreation programs for children with disabilities.
- As participants in need of specialized recreation become empowered, the demand for specialized recreation will increase.

Potential Strategies

- Use the benefits most desired by the community to expand and market activities.
- Work with other agencies and individuals with disabilities to identify program improvements.
- Expand outdoor recreation opportunities for people with disabilities.
- Expand program opportunities for youth with disabilities.
- Expand activities for families experiencing disabilities.
- Consider developing programming for disabled seniors and targeting this group for special outreach to increase awareness of recreation opportunities.
- Expand activities for middle-aged adults and seniors with later-in-life health issues (i.e., diabetes, multiple sclerosis, stroke, heart disease, arthritis, etc.)
- Consider increasing adaptive recreation equipment loan.
- Continue to provide consultation to other recreation providers on access, inclusion and specialized programming as a program revenue source.
- Expand the variety and available locations for programs/activities.
- Partner with other program areas, such as Parks and Open Space, athletics, aquatics, etc. to increase recreation opportunities for people with disabilities.

Demand

- Program managers ranked the demand for specialized programs as high.

Role of the City

- The City should be a primary provider of specialized programs.

Youth and Family

Youth and Family Services encompasses a broad range of programs. Youth and Family Recreation includes youth programs and camps; youth before and after school enrichment



and recreation; teen programs and activities; classes and programs for all ages including adults; and the Partnerships for Youth Fund (PYF) programs supported by a two-year levy. Activities funded by Measure 20-67 are also included in this service area.

The Youth and Family Services develops and maintains partnerships to leverage community resources and enhance program support. Youth and Family Services strives to provide educational and recreation enrichment opportunities that promote the positive use of free time to youth, adults, and families.

Youth classes include offerings in art, dance, gymnastics, martial arts, languages, and life skills such as babysitting, hunter safety, and driver's education. Youth before and after school enrichment and recreation are supervised programs for preschool and elementary school age children. Programs are located at 9 different locations throughout the City.

A wide variety of summer camps are offered for ages ranging from pre-school through teen. There are camps to suit just about any interest: offerings include arts camps, dance and drama camps, educational camps on topics such as computer or languages, sports camps, and adventure camps.

Adult classes, which are primarily targeted toward seniors, include fitness classes such as yoga and tai chi; arts and crafts classes such as calligraphy, painting, and rug hooking; computer classes; dance classes; health and wellness classes such as massage; language classes; art classes; music classes; and life skills classes such as driver safety, astrology, and financial skills.

In FY 04, the Outdoor/Environmental program area will be moved into the Youth and Family Services area. Outdoor/Environmental Programs is a major provider of outdoor and environmental recreation and education for people of all ages, incomes, and ability levels. This service area also is the primary provider in the Eugene area of outdoor and challenge course instruction and training. It provides trained leaders, equipment, and transportation or consultation for all skill-based outdoor activities offered through the Recreation Division. Programs offered include a challenge course, rafting, sailing, rock climbing, hiking, canoeing, mountain biking, and cross country skiing. Outdoor and environmental programs range from one-day trips to extended wilderness adventure programs. About 49% of program participants in FY 03 were youth and teens.

A two-year youth levy called "The Partnerships for Youth Fund" (PYF) provides funding dedicated to improving and expanding programs for City youth, ages 5-18, during non-school hours. These programs include recreational, social, athletic, arts, cultural and academic opportunities. Contracts to provide programs were developed with a variety of community youth service agencies and funded with levy proceeds. As a result, 16 agencies (including LRCS) have developed a comprehensive partnership to provide more than 920 activities in 70 locations. Partners include:

- Bethel School District 52;
- Eugene School District 4J;
- Lane Arts Council, ArtBlocks;
- Northwest Youth Corps;
- Centro Latino Americano;
- Emerald KIDSPORTS;
- Eugene Family YMCA;
- Camp Fire USA, Wilani Council;
- Girl Scouts, Western Rivers Council;
- Boys & Girls Club of Emerald Valley;
- University of Oregon, Youth Enrichment/Talented and Gifted;
- American Red Cross, Lane County Chapter;
- Lane Family Connections, LCC; and
- Oregon Festival of American Music.



The Summer Fun for All program is also funded with the PYF funds. Levy funding for PYF activities ends in June 2004.

In the fall of 2002, Eugene citizens passed a four-year local option levy (Measure 20-67) to fund youth/school based activities. Approximately 93% of the funds will go to the Eugene and Bethel school districts to pay for various types of activities, including school nurses, counselors, and librarians; student activities and athletics; and elementary music and physical education. The remaining funds are allocated for City-wide youth recreation services provided through the City of Eugene, such as continuation of the Summer Fun for All program. Funding for these services will expire in 2007.

Based on the FY 03 attendance of 199,402, the projected attendance for FY 04 is 189,250 for all Youth and Family Services programs, which includes outdoor and levy funds. The projection for FY 04 is lower than FY 03 due to levy funds ending mid year. About 89% of program participants in FY 03 were youth and teens. In FY 03, volunteers worked 3,618 hours in Youth and Family Services. There are a variety of community agencies that provide youth services. Many of these are partners in the PFY programs. Services to adults are more limited. Providers of life-long learning, such as Lane Community College and the University of Oregon, are major providers for adult programs.

Youth and Family programs can provide almost all of the benefits most desired by the community:

- Provide opportunities to enjoy nature/outdoors;
- Connect people together, building stronger families and neighborhoods;
- Improve health and wellness; and
- Promote youth development.

Public Involvement Findings

- Throughout the public involvement process, youth and teens were consistently identified as the population most in need of additional recreation services.
- According to the Community Survey, middle school youth, high school youth and elementary school youth are the three groups most in need of more recreation services.
- According to survey results, a Teen Center was ranked as the second most needed indoor recreation facility in Eugene.
- Participants in the focus groups, such as the Recreation Providers focus group, identified youth as needing expanded services, with after school programs cited by a variety of participants as a specific need.
- Participants in the Recreation Providers focus group identified a lack of access to services for non-mainstream youth and families (i.e., homeless kids, gays and lesbians) as a gap in service.
- In the Youth Questionnaire, 37.2% of respondents indicated that they had participated in a City program or special event in the past year, compared to 57.2% in the Community Survey. However, a high percentage (31.6%) of Youth Questionnaire respondents did not know whether they had participated in a City program.
- Community Survey results can be used to gauge demand for recreation activities. Table 6 shows the participation rates for 50 recreation activities in the Eugene community. Table 7 illustrates the top 20 preferred activities.



Rank	Activity	City of Eugene	Willamalane P & R District	Northwest Average
1	Watching TV/Video	3.92		3.92
2	Computers (personal)	3.70		6.47
3	Reading for Pleasure	3.52		7.83
4	Walking for Pleasure	3.22	5.67	5.37
5	Exercising/Aerobics	2.96	3.54	3.41
6	Family activities	2.48	4.57	3.60
7	Gardening	2.37	4.58	3.99
8	Dog Walking	2.36	4.77	4.77
9	Bicycling for Pleasure	2.25	3.91	2.93
10	Playground (visit/play)	2.09	3.13	2.63
11	Wildlife Watching	2.08	2.19	2.16
12	Jogging/Running	2.06	2.04	2.49
13	Hiking/Backpacking	1.95	2.19	2.02
14	Fairs and Festivals	1.91	2.65	2.21
15	Bird Watching/Feeding	1.88	2.23	1.62
16	Concerts (attend)	1.88	1.97	1.94
17	Camping (general)	1.80		2.60
18	Arts and Crafts	1.79		1.81
19	Cultural Events (attend)	1.78		1.35
20	Bicycling (commute)	1.77		0.99
21	Picnicking	1.77	2.54	2.02
22	Gourmet Cooking	1.73		1.68
23	Swimming (outdoor)	1.71	2.62	2.50
24	Photography	1.68	1.64	1.56
25	Musical Instrument (playing)	1.64		1.61
26	Swimming (indoor)	1.60	2.95	2.20
27	Basketball	1.58	2.60	2.26
28	Golf (play)	1.48	1.21	1.44
29	Soccer	1.46	1.35	1.72
30	Fishing (freshwater)	1.45	2.86	1.84
31	Football	1.41	1.96	1.54
32	Dancing (social)	1.35	1.31	1.02
33	River Rafting	1.32		0.76
34	Baseball (youth)	1.31	1.11	1.49
35	Softball	1.29	0.84	1.37
36	Canoe/Kayak	1.25	0.62	0.74
37	Roller Skating/In-Line Skating	1.25	1.05	1.20
38	Disc Frisbee Golf	1.22		1.22
39	Dancing (ballet, tap, etc.)	1.21	0.61	0.58
40	Tennis	1.21	0.54	1.09
41	Volleyball (outdoor/sand)	1.18	0.39	0.88
42	Drama (participate)	1.16		0.66
43	Skiing (cross country)	1.16		0.07
44	Ice Skating (indoor)	1.15	0.34	0.51
45	Gymnastics	1.14	0.44	0.35
46	Rock Climbing	1.14		0.66
47	Volleyball (indoor)	1.14	0.68	0.92
48	Bicycling (BMX)	1.12	0.96	0.90
49	Ultimate Frisbee	1.12		1.12
50	Skateboarding	1.10	1.31	0.83

Table 6: Participation Rates for Recreation Activities in the Eugene Community



Notes about Table 6:

- The table includes participation rates for both indoor and outdoor activities. The participation rate refers to the average number of times each person participated in the activity during a 30-day period when the activity is in season.
- MIG has accumulated recreation participation information on communities throughout the Northwest. The NORTHWEST AVERAGE is the average of the last 15 communities surveyed. It can be used to determine where specific activities are above or below the norm.
- Survey results for the Willamalane Park and Recreation District also are given where similar activities were listed.
- Source: *Community Survey Report*.

Preferred Ranking	Activity	Weighted Score	Current Participation Ranking
1	Bicycling for Pleasure	785	21
2	Walking for Pleasure	641	4
3	Concerts (attend)	639	17
4	Gardening	625	7
5	Exercising/Aerobics	553	5
6	Hiking/Backpacking	539	13
7	Fairs and Festivals	515	15
8	Family Activities	503	6
9	Camping (general)	482	18
10	Arts and Crafts	428	19
11	Cultural Events (attend)	419	20
12	Reading for Pleasure	397	3
13	Swimming (indoor)	384	27
14	Swimming (outdoor)	333	24
15	Dog Walking	327	8
16	Jogging/Running	294	12
17	Wildlife Watching	288	11
18	Playground (visit/play)	257	10
19	Basketball	249	28
20	Computers (personal)	231	2

Table 7: The Top Ranking Preferred Activities in the Eugene Community

Notes about Table 7:

- Respondents were asked to rank their top ten preferred activities if facilities were available. The activity rankings were then scored with a weighted value by giving a first choice a value of ten, a second choice a value of nine, etc. The total weighted score was then calculated for each activity. The 20 highest-ranking activities are shown. The weighted score is shown only for ranking purposes.
- The first column lists the activity the respondent would most like to do if facilities were available, in their ranked order. The last column lists the current participation ranking. The difference between what residents are currently doing (column 4) and what they would like to be doing (column 1) is called the latent demand. The greater the two numbers vary from each other, the greater the latent demand. Activities with a latent demand value of 10 or greater are screened.
- Source: *Community Survey Report*.
- Youth Questionnaire results can be used to gauge demand for recreation activities. Table 8 shows the youth participation rates for 50 recreation activities in the Eugene community. Table 9 illustrates the top preferred activities for youth.



Rank	Activity	Youth Results	City of Eugene	Northwest Average
1	Watching TV/Video	14.45	3.92	3.92
2	Computers (personal)	10.94	3.70	6.47
3	Reading for Pleasure	8.13	3.52	7.83
4	Musical Instrument (playing)	7.38	1.64	1.61
5	Basketball	7.10	1.58	2.26
6	Exercising/Aerobics	6.31	2.96	3.41
7	Jogging/Running	6.27	2.06	2.49
8	Swimming (outdoor)	6.21	1.71	2.50
9	Bicycling for Pleasure	6.04	2.25	2.93
10	Family activities	5.04	2.48	3.60
11	Walking for Pleasure	4.83	3.22	5.37
12	Swimming (indoor)	4.79	1.60	2.20
13	Dog Walking	4.45	2.36	4.77
14	Soccer	4.18	1.46	1.72
15	Football	3.99	1.41	1.54
16	Playground (visit/play)	3.73	2.09	2.63
17	Concerts (attend)	3.32	1.88	1.94
18	Camping (general)	3.24	1.80	2.60
19	Wildlife Watching	3.17	2.08	2.16
20	Photography	3.12	1.68	1.56
21	Fairs and Festivals	3.11	1.91	2.21
22	Arts and Crafts	2.95	1.79	1.81
23	Skateboarding	2.90	1.10	0.83
24	Bicycling (commute)	2.79	1.77	0.99
25	Gourmet Cooking	2.74	1.73	1.68
26	Dancing (social)	2.73	1.35	1.02
27	Hiking/Backpacking	2.63	1.95	2.02
28	Tennis	2.56	1.21	1.09
29	Fishing (freshwater)	2.46	1.45	1.84
30	Baseball (youth)	2.35	1.31	1.49
31	Roller Skating/In-Line Skating	2.29	1.25	1.20
32	Bicycling (BMX)	2.09	1.12	0.90
33	Drama (participate)	2.05	1.16	0.66
34	Picnicking	2.01	1.77	2.02
35	Golf (play)	2.01	1.48	1.44
36	Gardening	1.97	2.37	3.99
37	Rock Climbing	1.91	1.14	0.66
38	Cultural Events (attend)	1.79	1.78	1.35
39	Volleyball (indoor)	1.78	1.14	0.92
40	Dancing (ballet, tap, etc.)	1.76	1.21	0.58
41	River Rafting	1.74	1.32	0.76
42	Ice Skating (indoor)	1.50	1.15	0.51
43	Softball	1.46	1.29	1.37
44	Volleyball (outdoor/sand)	1.45	1.18	0.88
45	Gymnastics	1.37	1.14	0.35
46	Disc Frisbee Golf	1.28	1.22	1.22
47	Canoe/Kayak	1.16	1.25	0.74
48	Skiing (cross country)	1.09	1.16	0.07
49	Ultimate Frisbee	1.00	1.12	1.12
50	Bird Watching/Feeding	.96	1.88	1.62

Table 8: Youth Participation Rates for Recreation Activities



Notes about Table 8:

- The table includes youth participation rates for both indoor and outdoor activities. The rate refers to the average number of times each youth participated in the activity during a 30-day period when the activity is in season.
- MIG has accumulated recreation participation information on communities throughout the Northwest. The NORTHWEST AVERAGE is the average of the last 15 communities surveyed. It can be used to determine where specific activities are above or below the norm.
- Source: *Youth Questionnaire Report*.

Preferred Ranking	Activity	Weighted Score	Current Participation Ranking
1	Basketball	1243	5
2	Bicycling for Pleasure	832	9
3	Watching TV	789	1
4	Computers (personal)	762	2
5	Camping (general)	726	18
6	Concerts (attend)	709	17
7	Football	701	15
8	Rock climbing	652	37
9	Fairs and Festivals	611	21
10	Dancing (social)	576	26
11	Jogging/Running	562	7
12	Photography	537	20
13	Musical Instrument (playing)	514	4
14	Reading for Pleasure	476	3
15	River Rafting	475	41
16	Hiking/Backpacking	461	27
17	Soccer	460	14
18	Fishing (freshwater)	444	29
19	Canoe/Kayak	430	47
20	Arts and Crafts	419	22

Table 9: The Top Ranking Preferred Activities for Youth

Notes about Table 9:

- Respondents were asked to rank their top ten preferred activities if facilities were available. The activity rankings were then scored with a weighted value by giving a first choice a value of ten, a second choice a value of nine, etc. The total weighted score was then calculated for each activity. The 20 highest-ranking activities are shown. The weighted score is shown only for ranking purposes.
- The first column lists the activity the respondent would most like to do if facilities were available, in their ranked order. The last column lists the current participation ranking. The difference between what residents are currently doing (column 4) and what they would like to be doing (column 1) is called the latent demand. The greater the two numbers vary from each other, the greater the latent demand. Activities with a latent demand value of 10 or greater are screened.
- Source: *Youth Questionnaire Report*.
- Almost a third of respondents to the Youth Questionnaire indicated they would feel most comfortable participating in activities at school sites, and more favored school sites than community centers and teen centers.
- Participants in a number of focus groups identified the development of neighborhood-based community centers as a top priority improvement, including participants in the LRCS All Staff Workshop, Multicultural and Communities of Color events, and Recreation Providers workshop.



- A variety of sources noted during the public outreach process that there is a need for more diverse programming to respond to Eugene's increasing diverse population and a corresponding need for a more diverse recreation staff.
- Based on the results of the public involvement process, community members appear to agree with the youth focus adopted by Recreation and Leisure, but they recognize the need for adult and family programming.
- Free time may come in shorter time blocks than previously. For example, youth respondents to the youth questionnaire most frequently reported that they did not visit parks and facilities because of "not enough time."
- According to focus group results, transportation can be a barrier to youth and low-income participants.
- When asked what types of recreation programming should be increased, respondents to the Community Survey ranked outdoor/environmental programs second after special events.
- Based on Community Survey results, a number of outdoor activities have participation rates in Eugene that are higher than the Northwest Average, include river rafting, canoeing, BMX bicycling, cross country skiing, and ice skating. Eugene residents report that they would like to do the following more often: bicycling, walking for pleasure, hiking/backpacking and camping.
- When asked what types of outdoor recreation elements are needed in Eugene, Community Survey respondents gave the highest ranking to multipurpose trails connecting community facilities for biking and walking; and river access for recreation, swimming and boating.
- According to the Youth Questionnaire, Eugene youth would like to increase their participation in a number of outdoor and adventure activities, camping, rock climbing, river rafting, hiking/backpacking, freshwater fishing, and canoeing/kayaking.

Trends

- In Eugene, the population under 18 years of age increased 17 percent between 1990 and 2000.
- As a result of budget cuts, Eugene has cut back recreation services from a comprehensive program serving all ages to a program focusing on youth.
- Community centers and aquatic facilities are not available in all areas of the City and current hours of operation are limited. These factors may limit program expansion.
- Nationally, since 2001 participation in the following outdoor activities has increased at least 10%: hiking, camping, off-road mountain biking and canoeing. Statewide Oregon has higher than average participation in camping, mountain biking (on-road), saltwater fishing and hiking (National Sporting Goods Association, 2003).
- The Oregon Tourism Commission noted that "half of all U.S. adults, or 98 million people, have taken an adventure trip in the past five years. This includes 31 million adults who engaged in hard adventure activities like whitewater rafting, scuba diving and mountain biking" (OPRD, 2003).
- Since 1987, participation in the following outdoor recreation activities has increased in the Eugene region: day hiking (+20.7%), backpacking (+5.1%), downhill skiing (+95.3%), sledding/snow play (+50.9%), fishing from a boat (+97.4%), power boating (+16.8%), outdoor photography (+61.3%), and nature/wildlife observation (+253.9%) (OPRD, 2003). Participation in sailing has decreased about 50%.
- Although outdoor programs are in high demand according to the findings of the community involvement process, they represent 4.4% of recreation programs offered. This includes senior programs which are outdoor based but does not include Parks and Open space programs.



Potential Strategies

- Expand programming based on the benefits most desired by the community and top recreation activities identified in the Community Survey and Youth Questionnaire.
- Increase hours of operation at existing recreation centers and develop a neighborhood-based community center system.
- Add more adult classes, particularly in areas where programs are not currently offered by other providers, such as Lane Community College.
- Expand drop-in programs for all ages, particularly during weekend and evening hours.
- Expand programming for families and intergenerational programming.
- Establish a youth advisory council to serve as a permanent forum for youth from all segments of population.
- Consider alternative transportation options when scheduling programs and improve transportation options to and from programs for youth.
- Provide social dance opportunities for youth, such as monthly dance parties.
- Partner with schools to increase youth recreation opportunities at school sites in Eugene. Provide more diverse cultural services and programming to represent the whole community. Coordinate with local organizations to develop programs.
- Increase club activities for youth and teen programming.
- Create late evening programs/activities for teens on Friday and Saturday nights.
- Expand youth programs at Riverhouse for the Whitaker area.
- Focus on special events, especially for non-school days.
- Consider alternative sports and activities for youth who are not interested in traditional sports.
- Expand arts, music, and drama programs/activities.
- Partner with local all-ages performance venues--such as the MacDonald Theater--for youth dances and concerts.
- Develop and market outdoor programs based on the benefits most desired by the community.
- Expand outdoor programs, especially for youth.
- Consider lower cost outdoor program offerings, such as ranger programs, hiking and wildlife viewing.
- Create more low cost, family-oriented, outdoor programs/activities.
- Create more winter-time programs/activities, such as indoor wall climbing.
- Make trails more accessible and visible to the public.
- Create outdoor programs that utilize our rivers through river-related recreation.
- Improve partnerships with the schools, such as by offering credit for students involved in outdoor/environment activities.
- Create outdoor programs in partnership with Parks and Open Space, Senior Programs, and Specialized Recreation.

Demand

- Program managers ranked the demand for youth and family programs as high.



Role of the City

- The City should be a primary provider for youth and family programs, including outdoor recreation.

Community Services

Community Services has a fairly small scope, compared to the other service areas. It includes the Summer Concerts in the Parks series, the Shelton-McMurphey-Johnson House contract, the KIDSPORTS contract, and a grant program for arts organizations. Based on FY 03 Concerts in the Parks series attendance of 9,630, the projected attendance for FY 04 is similar. In FY03 539 volunteers worked in the Concerts in the Parks series. Statistics are not kept on other programs in this service area.

This section of the Program Analysis will focus on the need for concerts and the arts. These programs provide the following benefits most desired by the community:

- Connect people together, building stronger families and neighborhoods; and
- Promote youth development.

Public Involvement Findings

- According to the Community Survey, special events such as concerts in the parks and festivals were the type of program residents would most like to see increased. Speakers Bureau respondents ranked special events second after outdoor/environmental programs.
- Attending concerts, fairs and festivals, and attending cultural events are among the top 20 most popular activities in Eugene, according to the Community Survey. Survey respondents indicated that they would like to be attending concerts, fairs and festivals more than they currently do.
- Arts and crafts is the 19th most popular activity in Eugene, according to the Community Survey, but residents would like to participate more than they currently do.
- Among Youth Questionnaire respondents, concerts and fairs and festivals, and arts and crafts were among the top 25 most popular youth activities. Youth would like to participate in these activities more than they currently do.

Trends

- Concerts, fairs and festivals are popular recreation activities throughout Oregon.
- The arts are often of interest to youth who are not attracted to sports, and they also provide a balance in opportunities for athletes who are attracted to artistic and cultural activities.

Potential Strategies

- Continue and expand the Concerts in the Parks program.
- Explore the possibility of Theater in the Parks (either directly or indirectly through grants like the Lane Arts Council grants to "Shakespeare in the Park). Broaden youth participation.
- Continue to provide youth educational concerts. Develop additional cultural opportunities for teens and children under age 12.
- Expand concerts and festivals that celebrate cultural diversity.

Demand

- Program managers ranked the demand for community services as high.

Role of the City

- The City should be a primary provider for community services and programs.



Hult Center/Cuthbert Amphitheater

The Hult Center for the Performing Arts and the Cuthbert Amphitheater contribute to Eugene's identity as a cultural center for Oregon and the Northwest. The Hult Center is the only multi-theater facility capable of housing large touring performances between San Francisco and Portland.

The Hult Center opened in 1982, and it is currently host to nine local resident performing arts companies, including the Dance Theater of Oregon, Eugene Ballet Company, Eugene Concert Choir, Eugene Opera, Eugene Symphony, Oregon Bach Festival, Oregon Festival of American Music and Oregon Mozart Players. The Hult Center has two theaters: the 500-seat Soreng Theatre and the 2500-seat Silva Concert Hall. In FY 03, there were 752 events and 165,785 paid attendees at the Hult. In 2003, volunteers worked 7,000 hours to support operation of the Hult Center.

Cuthbert Amphitheater is a 4,500-seat outdoor venue located in Alton Baker Park. The amphitheater was transferred from Lane County to the City of Eugene in 1989, along with a large section of Alton Baker Park. The City undertook improvements to develop the Cuthbert as a major outdoor venue. The Cuthbert operates from mid-June to mid-September. In FY 03, there were 7 events and 17,327 paid attendees at the Cuthbert. The Cultural Services Advisory Committee has undertaken the task of developing a long-range plan for future development of the amphitheater.

Activities at Cuthbert and the Hult Center can provide the following benefit desired by the community:

- Connect people together, building stronger families and neighborhoods.

Public Involvement Findings

- According to the results of the Community Survey and Youth Questionnaire, concerts are popular in Eugene, and residents would like to attend more concerts than they currently do. In addition, participation in attending cultural events is higher in Eugene than the Northwest Average.
- Affordability of these opportunities was a concern in several of the public involvement venues.

Potential Strategies

- Continue to provide a broad selection of professional quality performing arts events and other cultural programs to the community.
- Continue to provide and expand free or low cost cultural opportunities for the community; i.e. Concerts in the Parks, free noon concerts, youth educational concerts and programs, cultural outreach programs.
- Develop a funding mechanism to expand the ticket scholarship program (a program, funded by grants and donations that provides a limited number of reduced price tickets to low income families).
- Expand the use of Cuthbert Amphitheater.

Demand

- Program managers ranked the demand for performing arts and cultural programs as high.

Role of the City

- The City should be a primary provider of performing arts and cultural programs.



B. POS Programs and Services

Parks and Open Space provide opportunities for residents to participate in enhancing our streets, streams and parks. Community garden programs enable residents to garden as a hobby or to supplement their grocery budget – even if they do not have tools or garden space of their own. Programs served a total of 2,542 individual participants in 2003.

Programs that Enhance the Environment

Programs that enhance the environment can provide all of the benefits most desired by the community:

- Provide opportunities to enjoy nature/outdoors;
- Connect people together, building stronger families and neighborhoods;
- Protect the natural environment;
- Improve health and wellness; and
- Promote youth development.

In addition, Eugene's volunteer programs enhance neighborhoods and the urban environment.

NeighborWoods

NeighborWoods is a tree-planting program that was established in 1992, to beautify our streetscapes. Since then, almost 6,500 trees have been planted. Trees are provided free to people who agree to plant, water and remove stakes from their street trees. In addition, trees are planted by community and neighbor groups on weekend projects including a "Trees for Concrete" program. The goal is to plant 350 trees each planting season.

In FY03 NeighborWoods had 385 volunteers who worked 1,393 hours on 143 different projects.

Stream Team

Stream Team is a hands-on educational program through which volunteers perform water quality and fish and wildlife enhancement projects. This program is funded by storm water fees. Volunteers collect seeds in natural areas throughout the City; salvage, propagate, and maintain riparian, wetland and upland plants at a volunteer run native plant nursery; adopt ponds, wetlands, and creeks; stencil storm drains and restore salmon habitat on the Willamette River. Youth are involved through the Northwest Youth Corps, the Rachel Carson Program at Churchill High School and many other classes and service groups throughout the year. Stream Team and the local Audubon chapter partner to train volunteers who then lead students of all ages on explorations of wetlands and other natural areas.

In FY03 Stream Team had 1,272 volunteers that put in 3,248 hours on 85 different projects.

Volunteers in Parks

The Volunteers in Parks (VIP) program supports citizen involvement in beautification, maintenance and trail development in Eugene's parks. Volunteers assist with trail construction and maintenance, planting shrubs and flowers, clean-up of litter and debris, painting, removal of invasive species, weeding and repairs. Volunteers also assist in the office and provide leadership, mentoring or project assistance. Two types of volunteer experiences are available: short-term single project commitments and the longer term Adopt-A-Park program.

In 2003, 885 volunteers donated 4,200 hours of work on 66 projects in Eugene's parks through the VIP program.



Public Involvement Findings

- Maintenance Staff focus group participants noted the value of volunteers in parks and suggested a number of ways to increase volunteer opportunities.
- Open Space focus group participants suggested including citizens in programs to monitor tree health.
- Open Space focus group participants indicated that expanded volunteer opportunities should be provided for habitat and natural resource enhancement activities. These opportunities should include education.
- Open Space focus group participants identified a need for more opportunities for youth involvement in natural resource projects.
- According to the results of the Eugene Celebration Questionnaire, residents are very concerned about preserving habitat along our streams and rivers.

Trends

- Park and recreation agencies are developing and increasing volunteer programs across the state.

Potential Strategies

- Expand volunteer programs provided by POS.
- Provide additional staffing and support to expand the volunteer programs, such as volunteer coordinator position.
- Develop tracking mechanisms to track the efforts of individual volunteers.
- Improve the visibility of volunteer opportunities.
- Provide opportunities for individual volunteers as well as groups.
- Involve volunteers year-round rather than just for one specific event.
- Recruit neighborhood volunteers to “adopt” their local parks.
- Consider using volunteers to help “police” the parks (e.g., minimizing litter, problem citizens, graffiti, and vandalism; writing tickets to citizens who don’t clean up after their dogs, creating presence in the parks).
- Provide more opportunities for volunteers to assist with areas of maintenance, such as park clean-up, planting flowers, irrigation, trail building and transient issues.
- Establish a dog park volunteer program so that dog parks can be completely run and maintained by the users.
- Expand Adopt-a-Park program to allow small groups to adopt natural areas within larger parks.

Demand

- Program managers ranked the demand for programs that enhance the environment as high.

Role of the City

- The City should be a primary provider of volunteer programs that enhance the environment.



Community Gardens

Community gardens were first established in Eugene in 1978 and were previously managed by LRCS. POS began managing community gardens in FY 03. Eugene's community gardens are very popular. In 2003, full plots were available for rental for \$52 per year, including access to water. Access to tools and a shed was available for an additional \$10 per year. In recent years, 100% of the garden plots were rented. Eugene has a total of 250 garden plots available in 5 community gardens located around the city. It is anticipated that the 100% plot rental rate will continue into the foreseeable future.

Community gardening programs can provide many of the benefits most desired by the community:

- Provide opportunities to enjoy nature/outdoors;
- Connect people together, building stronger families and neighborhoods;
- Improve health and wellness; and
- Promote youth development.

Public Involvement Findings

- Gardening ranked 7th in current recreation participation among respondents to the Community Survey. Community members reported that they would like to increase participation in gardening.
- According to the Community Survey, seniors (65+) have the highest participation rate for gardening.

Trends

- Youth have been involved in community gardening through Food for Lane County and Northwest Youth Corp.

Potential Strategies

- Continue to seek out potential community garden sites in new or existing parks to increase gardening opportunities in Eugene.
- Consider developing community gardens in other areas, such as schools, senior centers, and at businesses.
- Develop temporary sites in areas of need, such as on undeveloped property.
- Educate the public about our community gardens.

Demand

- Program managers ranked the demand for community gardens as high.

Role of the City

- The City should be a primary provider of community gardens.

IV. PUBLIC OUTREACH AND INFORMATION

A. Marketing

LRCS currently uses all common forms of marketing to various degrees for recreation programs, such as flyers, seasonal program guides, television and radio ads, etc. Information about programs is also distributed through local schools. POS programs are primarily advertised in a quarterly newsletter. The City of Eugene also maintains a comprehensive website that includes web pages for both LRCS and POS. Each division's web page has extensive links that provide program information, as well as facility information.



Public Involvement Findings

- The highest percent of Community Survey respondents (30.9%) learn about City of Eugene programs and special events through the Recreation Program Guide. This is about average for other communities surveyed by MIG. Friends or word of mouth (28.0%) and the local newspaper (25.1%) were also noted frequently as a source of program information.
- According to the Community Survey, the City of Eugene website is the source of program information for less than one percent of the population.
- For 50% of the respondents aged 10 to 24, the primary means of learning about programs and special events is through friends or word of mouth.
- People age 45 and older are more likely than average to learn about programs or special events through the local newspaper.
- Multi-cultural workshop participants suggested increasing diversity in Recreation Program Guide and felt that it currently reflects the white culture.

Potential Strategies

- Develop a program resource fair for City and partner agency programs.
- Use schools for outreach to both youth and their families. School District policy would need to change to facilitate this strategy.
- Provide targeted outreach to Eugene's emerging and growing diverse population groups. Possible methods could include: advertise programs in Spanish, provide public information in Spanish, and reflect the community's diversity in the program staff.
- Consider establishing a marketing director position. This person would develop a marketing plan and centralize marketing and communication functions.
- Develop a marketing plan and update it yearly.
- Explore ways to expand use of the website. Given the high use of computers as a recreational activity in Eugene, there are opportunities to expand the use of the web site as an information resource.
- Consider incorporating LRCS and POS programs into one consolidated program guide.
- Increase representation of diverse cultures in the program guide.

B. Program Evaluation

LRCS has established an extensive program evaluation system to assess the participants' satisfaction with programs. Participants in programs and activities are asked to fill out age appropriate questionnaires at the end of their activities. For youth and preschool programs, parents are also asked to fill out an evaluation.

The evaluations are individually designed for each activity and program. Generally, the program evaluations ask about why residents participated, what was and wasn't liked about the class or program, whether the costs were reasonable, how the program could be improved, and whether the instructors were effective. Often, participants are asked to provide suggestions about other classes the City could offer.

The Athletics program distributes evaluations to team managers in all City leagues and has developed an Officials evaluation sheet that is distributed to managers at each game. Athletics evaluations ask about team satisfaction, ways to improve the program, the performance of the officials, rules, and scoring. Some of the Athletics evaluations ask about preferred game times.



The POS Division does not have a formal participant evaluation procedure, but POS program staff are accessible to the community and program participants have historically been vocal about providing feedback and suggesting improvements.

Neither POS nor LRCS has a means of gaining input from non-users, a group which is typically very difficult to reach.

Public Involvement Findings

Over 96% of Community Survey respondents agree that parks, recreation and open space provide benefits to the community. The most important benefits cited by members of the community are:

- Provide opportunities to enjoy nature/outdoors;
- Connect people together, building stronger families and neighborhoods;
- Improve health and wellness; and
- Promote youth development.

Trends

There is a nationwide trend toward designing recreation programs specifically to produce the benefits most desired by the community (Allen, Stevens, and Hurtes, 1998).

Potential Strategies

- Update evaluation forms to include questions on the benefits that participants receive from participation. For example, an evaluation for a fitness class could ask if the participant's fitness level increased, or if he or she improved their health by participating in the class.
- Develop a similar evaluation system for POS programs, which identifies the benefits participants receive from programs.
- Increase the number of program areas that have Advisory Committees. Athletics, Aquatics and Senior Programs currently have advisory committees.
- Conduct a community needs assessment every 5 to 10 years in conjunction with comprehensive plan updates to identify the needs of users and non-users.



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